

TRANSLATION

TTCL PUBLIC COMPANY LIMITED

MANAGEMENT DISCUSSION AND ANALYSIS

1. Operating Performance for the period ended 30 September 2025

For the period ended 30 September 2025, the Company reported a gross loss of THB -574 million, representing a 187% year-over-year decrease. This was primarily attributable to costs related to projects for which the Company terminated EPC contracts during the second quarter of 2025, and which are currently subject to litigation to recover compensation for the work performed.

The net loss for the period was THB -4,778 million, which attributed to the Company at THB -4,723 million with earnings loss of THB -7.67 per share.

2. Management Discussion and Analysis Report according to consolidated financial statements

For the Nine-month period ended

(Unit: Million Baht)

	30-Sep-25		30-Sep-24		Change
Revenues from construction and service	5,720.60	99%	14,993.30	100%	-62%
Revenues from operating the power plant	43.48	1%	45.67	0%	-5%
Revenue from sale	34.98	1%	7.25	0%	383%
Total revenues	5,799.06	100%	15,046.22	100%	-61%
<u>Less</u> Cost of construction and services (EPC)	(6,345.47)	109%	(14,359.16)	95%	-56%
<u>Less</u> Cost of operating the power plant	(3.56)	0%	(6.17)	0%	-42%
<u>Less</u> Costs of goods sold	(24.28)	0%	(23.03)	0%	5%
Total Costs	(6,373.30)	110%	(14,388.36)	96%	-56%
Gross / (Loss) profit	(574.25)	-10%	657.86	4%	-187%
<u>Add</u> Other income	149.67	3%	102.63	1%	46%
<u>Less</u> Expected credit losses and Loss on impairment of assets	(3,771.57)	65%	(29.87)	0%	12,528%
<u>Less</u> Administrative Expenses	(465.35)	8%	(492.21)	3%	-5%
<u>Add/(Less)</u> Gain (Loss) on exchange rate, net	82.96	1%	(14.41)	0%	676%
<u>Add</u> Share of Profit / (Loss) of Joint venture	70.89	1%	115.05	1%	-38%
Profit / (Loss) before Financial Cost and Income Tax	(4,507.64)	-78%	339.04	2%	-1,430%
<u>Less</u> Financial Costs	(125.29)	2%	(146.13)	1%	-14%
Profit / (Loss) before Income Tax	(4,632.93)	-80%	192.92	1%	-2,502%
<u>Add/(Less)</u> Income tax benefit (expenses)	(145.47)	3%	(38.27)	0%	280%

Net profit / (loss) for this period	(4,778.40)	-82%	154.64	1%	-3,190%
Other comprehensive income (loss)					
Item to be reclassified subsequently to profit or loss	(165.16)	3%	(60.76)	0%	172%
Translation adjustment on foreign currency financial statements					
Total comprehensive income / (loss) for the period	(4,943.57)	-85%	93.88	1%	-5,366%
Profit / (Loss) attributable to:					
Owners of the parent	(4,722.66)		150.79		
Non-controlling interests	(55.75)		3.85		
	(4,778.40)		154.65		
Basic earnings / (loss) per share (THB)	(7.67)		0.24		

2.1 Analysis of Revenues, Costs and Expenses

2.1.1 Revenues

Total Revenues recorded at THB 5,799 million, decreased -61% when compare to the same period last year.

Revenues	30-Sep-25	30-Sep-24	Change
Revenue from construction and service	5,720.60	14,993.30	-62%
Revenue from operation power plant	43.48	45.67	-5%
Revenue from sales	34.98	7.25	383%
Total Revenues	5,799.06	15,046.22	-61%

- EPC Businesses

Revenue from construction and service (EPC) declined by 62% to THB 5,721 million, due to a reduction in backlog following the completion of project which had been delivered to clients over the past year. In addition, the Company was awarded fewer new EPC contracts than anticipated in the previous year.

- Power Plant Businesses

Revenue from operation and maintenance of power plant decreased by 5% to THB 43 million, mainly due to the impact of exchange rate fluctuations.

- Bio Pellets Businesses

Revenue from sale increased by 383% to THB 35 million, due to higher sales of Black Pellets during the period.

2.1.2 Costs & Gross Profit

Gross Profit Comparison

30-Sep-25	Revenue	Cost	Gross profit
EPC construction	5,720.60	(6,345.47)	(624.87)
Operation and maintenance of power Plant	43.48	(3.56)	39.92
Sale of goods	34.98	(24.28)	10.70
Total	5,799.06	(6,373.30)	(574.25)

The gross loss comprised THB -625 million from construction and service (EPC), THB 40 million from operation and maintenance of the power plant, and THB 11 million from the sale of goods (Black Pellet). The overall gross loss margin for the period was -10%, compared to 4% in the same period last year, primarily due to costs associated with the terminated projects.

2.1.3 Other Income / Gain on Exchange Rate

- Other Income increased by 46% to THB 150 million mainly due to the insurance claim related to the EPC project in Vietnam, which was impacted by Typhoon Yagi in September 2024.
- Gain on Exchange Rate was THB 83 million mainly due to an unrealized gain from the appreciation of THB against the USD.

2.1.4 Expected Credit Losses / Impairment of Assets / Administrative Expenses

- Expected credit losses increased to THB 3,248 million, mainly due to the recognition of an allowance for expected credit losses from the terminated projects and projects with long-outstanding balances.
- Impairment of assets increased to THB 523 million, mainly due to the impairment of investment in Myanmar.
- Administrative expenses decreased by 5% to THB 465 million, mainly due to the company's reduction in regular expenses.

2.1.5 Share of Profit of Joint Venture

Share of profit from the joint venture in TTGP decreased by 38% to THB 71 million, as the power plant in Myanmar was partially shut down due to a severe grid outage.

2.1.6 Finance Cost and Income Tax Expenses

Finance cost for the period decreased by 14% to THB 125 million. Income tax expenses for the period was recorded at THB 145 million.

3. Analysis of Financial Status

3.1 Analysis of Assets

Figures in THB Million	30-Sep-25	31-Dec-24	Increase/(Decrease)	% Change
Current assets	7,896.98	14,111.45	(6,214.47)	(44.04%)
Non-current assets	5,218.25	4,968.58	249.67	5.03%
Total assets	13,115.23	19,080.03	(5,964.79)	(31.26%)

As of 30 September 2025, Total Assets were THB 13,115 million, decreased by 31% compared with the end of last year.

Total Current Assets decreased by THB 6,214 million or 44%; major movement as the following items:

- Cash and cash equivalents decreased by THB 1,749 million.
- Other financial assets measured at amortized cost increased by THB 556 million, mainly due to the deposit at bank of TVC, a subsidiary of the Company.
- Trade accounts receivable – general customers decreased by THB 1,030 million.
- Contract assets - general customers decreased by THB 3,689 million, mainly due to the recognition of an allowance for expected credit losses from the terminated projects and projects with long-outstanding balances.

Total Non-Current Assets slightly increased by THB 250 million or 5%; major movement as the following items:

- Reclassification on restricted deposit with bank of the Joint Venture Company of THB 678 million to Non-Current Assets.
- Retention decreased by THB 115 million, mainly due to the recognition of an allowance for expected credit losses from the terminated projects.
- Loan to third party – net decreased by THB 234 million, mainly due to recognition of an allowance for expected credit losses.
- Property, plant and equipment increased by THB 116 million from the investment in Black Pellet business.

3.2 Analysis of Liabilities and Shareholders' Equity

Figures in THB Million	30-Sep-25	31-Dec-24	Increase/(Decrease)	% Change
Current Liabilities	14,900.20	14,112.50	787.70	5.58%
Non-Current Liabilities	396.60	2,205.52	(1,808.92)	(82.02%)
Total Liabilities	15,296.79	16,318.02	(1,021.23)	(6.26%)
Shareholders' equity	(2,181.56)	2,762.01	(4,943.57)	(178.98%)
Total Liabilities and shareholders' equity	13,115.23	19,080.03	(5,964.79)	(31.26%)

As of 30 September 2025, Total Liabilities were THB 15,297 million, decreased by 6% compared with the end of last year.

Total Current Liabilities increased by THB 788 million or 6%; major movement as the following items:

- Trade accounts payable – general suppliers increased by THB 642 million due to the Company’s liquidity issues, which caused delays in making payment to suppliers.
- Other payable – related parties increased by THB 678 million due to the Company’s repayment obligation on restricted deposit with bank to the Joint Venture Company.
- Payable to bank from letter of guarantee increased by THB 476 million due to the project owner of the terminated project has demanded the payment of the bank guarantee.
- Accrued construction costs and Advance received from customers – general suppliers decreased by THB 2,023 million and THB 512 million respectively.
- Current portion of debentures increased by THB 1,789 million due to the Company defaulted in debt payments exceeding THB 500 million and commenced negotiations with its creditors for debt restructuring, which triggered a cross-default on the all debentures.

Total Non-Current Liabilities decreased by THB 1,809 million or 82% mainly from re-classification of the debenture to the current portion of THB 1,833 million, as mentioned under the current liabilities.

Shareholder’s equity was THB -2,182 million or decreased by 179%. The Shareholders’ Equity Opening balance as of the beginning of the year was THB 2,762 million, effect from change in equity of the period consists of 1) Loss for the period of THB 4,778 million, 2) Other comprehensive loss for the period of THB 165 million. Therefore, the Closing Balance of Shareholders’ Equity as of 30 September 2025 were THB -2,182 million.

4. Major Financial Measures

4.1. Profitability Ratios	30-Sep-25	30-Sep-24	Favorable/Unfavorable
4.1.1. Gross (Loss) profit margin	(9.90%)	4.37%	Unfavorable
4.1.2. Net profit (Loss) margin	(82.40%)	1.03%	Unfavorable
4.1.3. Times Interest Earned ratio	(35.98)	2.32	Unfavorable
4.1.4. Earnings (Loss) per share	(7.67)	0.24	Unfavorable

4.2. Leverage Ratios	30-Sep-25	31-Dec-24	Favorable/Unfavorable
4.2.1. Current ratio	0.53	1.00	Unfavorable
4.2.2. Debt/Equity ratio	(7.01)	5.91	Unfavorable
4.2.3. Interest-Bearing Debt/Equity ratio	(1.81)	1.32	Unfavorable

4.3. Shareholders Value Ratios	30-Sep-25	30-Sep-24	Favorable/Unfavorable
4.3.1. Net Book Value	(3.54)	5.39	Unfavorable
4.3.2. Return on total assets	(36.43%)	0.72%	Unfavorable
4.3.3. Return on equity	219.04%	4.66%	Unfavorable